


Red	1, 2, 4, 11, 12,
Amber	3, 6, 7, 8, 9, 10, 14, 15, 16, 17, 19

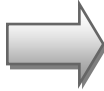
Summary Strategic Risk Register @ June 2015


Corporate priorities	<ul style="list-style-type: none"> Encouraging new business 	<ul style="list-style-type: none"> Empowering People and Communities 	<ul style="list-style-type: none"> Re-Invigorating the City 	<ul style="list-style-type: none"> Confident, Capable Council
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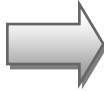
The following are / were the strategic risks assessed as high/medium (10 +) that the Council faces in delivering its corporate priorities


Risk ref	Risk title and description	Previous score (Feb 2015)	Direction of travel	Current score (June 2015)	Target score and date	Comment																																													
1 01/14	<p>Looked After Children (LAC) If the number of LAC is not reduced this may result in an increase in costs, budget overspends and an increased demand on children's services.</p> <p>Risk owner: Linda Sanders (Emma Bennett) Cabinet Member: Cllr Val Gibson</p> <table border="1"> <tr> <td rowspan="5">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td>20</td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="6">Impact</td> </tr> </table>	Likelihood	5						4					20	3						2						1								1	2	3	4	5		Impact						20 Red		20 Red	15 Red March 2016	<p>The risk continues to be managed through the multi-agency strategic Families r First programme, with the principles of supporting children to live safely with their families, where possible. The objective of the programme is to reduce the cost of LAC primarily by reducing the numbers of LAC but also by looking at the costs of LAC placements. LAC numbers continue to be stable at 775. The actions taken to mitigate the risk include:</p> <ul style="list-style-type: none"> Monthly progress meetings with the Director of Finance, to enable financial oversight of the budget. A financial projections plan is in place to identify cohorts of children predicted to leave care by March 2016. The numbers targeted are 141 with an associated savings cost of £800,000. However this target does not include any new children becoming looked after. To balance this off, there is a net target which the programme is working to of achieving 10 children leaving care each month until March 2016. A crisis response team is being developed to address out of hours concerns with the aim of preventing children becoming LAC. All LAC are regularly monitored and tracked to progress leaving care plans. A continuous campaign for the recruitment of foster carers. <p>As a result of the current high numbers and the associated cost, the risk remains red.</p>
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2 01/14	<p>Skills for Work</p> <p>If the city residents do not have the appropriate skills that employers require then they will be unable to access the jobs and opportunities available resulting in high rates of unemployment and increased demand on Council services.</p> <p>Risk owner: Tim Johnson Cabinet Member: Cllr John Reynolds</p>	20 Red		15 Red	10 Amber March 2017	<p>Progress made in the management of this risk continues to be overseen by the Wolverhampton Skills and Employment Board which is represented by partners from the college, university, Council and major employers in the City. The reduction in the risk score reflects the actions that have been taken to date which include:</p> <p>The completion of the review by the Enterprise and Business Scrutiny Panel, into “employability and skills in Wolverhampton” which was previously reported has now been completed. The Review’s conclusions and recommendations were presented to Cabinet in March 2015. The Review found that a significant amount of good work is already being delivered across the city and the challenge for the Council is to ensure that the initiatives in place are appropriately targeted, coordinated and supported.</p> <p>The review identified a series of headline recommendations which the Council and its partners should focus on which fall under the themes of:</p> <ul style="list-style-type: none"> • Partnership working • Skills and pathways • Business and enterprise • Resources <p>The findings of the Review have also informed the work of the Wolverhampton Skills and Employment Commission, which has been tasked with finding solutions aimed at improving the city’s prospects for sustainable, long-term economic growth and prosperity.</p> <p>The Commission discussed its interim findings with the City Board in March 2015 and an action plan is being developed and will be shared with stakeholders. The action plan will be monitored by the City Board.</p>


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3 01/14	<p>Information Governance (IG)</p> <p>If the Council does not put in place appropriate policies, procedures and technologies to ensure:</p> <ul style="list-style-type: none"> that the handling and protection of its data is undertaken in a secure manner and consistent with the provision of the Data Protection Act 1998; compliance with the Freedom of Information Act and Environmental Information Regulations <p>then it may be subject to regulatory action, financial penalties, reputational damage and the loss of confidential information.</p> <p>Risk owner: Kevin O' Keefe Cabinet Member: Cllr Paul Sweet</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td>12</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td colspan="7">Impact</td> </tr> </table>	Likelihood	5						4						3			12			2						1							1	2	3	4	5	Impact							12 Amber		12 Amber	8 Amber March 2016	<p>This risk continues to be monitored by the Information Governance Board. Since last reported, the following actions have been taken in the mitigation of this risk:</p> <ul style="list-style-type: none"> An automated IT solution for protective marking documents is being rolled out across the Council. The development of a draft information risk register was considered by the Board at its meetings in March and May 2015. The Board has responsibility for overseeing the implementation of the mitigating actions and the management of these risks. The Board also considered how to ensure actions relating to information incidents were being implemented. Performance in responding to Freedom of Information (FOI) requests continues to be high, and as a result of the temporary resources employed to deal with Subject Access Requests (SARs), there has been an improvement in this area too. The Information Governance Toolkit was submitted to the Department of Health and was achieved in March 2015. This allows the Council to securely access and share data held on NHS systems which is essential to the effective delivery of the Better Care Fund. <p>Further actions that are planned for that will reduce this further have been incorporated into the Information Governance Framework for 2015-17 which was presented to and approved by the Executive Team on 3 June 2015 and will be considered by Cabinet (Resources) Panel on 28 July 2015. This includes:</p> <ul style="list-style-type: none"> A review of all IG policies and procedures to ensure they remain aligned to best practice. The introduction of further efficient administration processes to support the FOI request and SARs function. Championing the use of the Information Sharing Framework. A review of how the Council is meeting and sustaining requirements around information security and ensuring that processes are fit for purpose. The development of a strategy linked to the IG toolkit that ensures that the council has the quality of data in place to meet statutory requirements for data protection and freedom of information.
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4 01/14	<p>Medium Term Financial Strategy</p> <p>If the Council is unable to agree and operate within its medium term financial strategy (MTFS) this may exhaust reserves, result in the potential loss of democratic control and the inability of the Council to deliver essential services and discharge its statutory duties.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Andrew Johnson</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td>15</td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td colspan="7">Impact</td> </tr> </table>	Likelihood	5						4						3					15	2						1							1	2	3	4	5	Impact							15 Red		15 Red	15 Red	<p>The results of the 2015/16 budget consultation, the updated position of the MTFS and a summary of the risk register were presented to Cabinet on 25 February 2015. The MTFS shows that</p> <ul style="list-style-type: none"> Recasting the projected budget challenge to include pressures that we have become aware of during the last year has resulted in the budget challenge increasing from £123 million to £134 million over the period 2014/15 to 2018/19. Having identified £87.8 million of savings, a forecast budget challenge of £46.3 million remains for the four year period from 2015/16 to 2018/19. The increase is largely due to the rising costs of Looked After Children, pay and pension costs, and continuing Government grant cuts. The 2014/15 outturn shows a projected outturn for the General Fund with a net £5 million overspend, which is largely attributable to Looked After Children. <p>As a result of the above, steps to manage this risk include:</p> <ul style="list-style-type: none"> Significant work has been undertaken to identify additional savings to address the projected 2016/17 deficit of £14.8 million. Proposed savings will be presented to Cabinet on 22 July 2015. A new Social Care Savings Board, chaired by the Director of Finance has been established to monitor the delivery of savings previously identified. Expenditure since October 2014 continues to be tightly controlled in order to minimise any overspend. The outturn position for 2014/15 will be reported to Cabinet on 22 July 2015. Assumptions over the MTFS continue to be adjusted based upon the most up to date information available. An internal audit review of the assumptions made in compiling the MTFS is taking place, as part of the recommendations made in the independent report on the Strategy which was carried out in 2014. <p>The assessment for the medium term remains red as there continues to be significant financial challenge, uncertainty and risk for the Council.</p>
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7 01/14	<p>Safeguarding</p> <p>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.</p> <p>Risk owner: Linda Sanders (Ros Jervis)</p> <p>Cabinet Member: Cllr Val Gibson and Cllr Elias Mattu</p> <table border="1"> <tr> <td rowspan="5">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td>10</td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3						2					10	1								1	2	3	4	5			Impact					10 Amber		10 Amber	5 Amber Next Ofsted inspection	<p>This risk continues to be overseen by the children's and adult's local safeguarding boards.</p> <p>The improvement plans from the 2013 safeguarding peer reviews continue to be monitored by the "People" leadership team. As part of the preparations for an Ofsted inspection, all areas previously identified as requiring improvement have been addressed. Other key actions in the management of this risk include:</p> <ul style="list-style-type: none"> The delivery of safeguarding training to Councillors with new councillors receiving training on 18 June 2015. Quarterly safeguarding challenge meetings involving the Leader of the Council, Managing Director, Strategic Director, the service director and the Head of Safeguarding Service (HoSS). The roll out of a mandatory programme of training across the Council's workforce to increase awareness of safeguarding and prevailing issues such as child sexual exploitation (CSE). Completion of this is overseen by the workforce development team and an update report detailing the level of completion will be provided to the HoSS in July 2015. The Section 11 (of the Children's Act 2004) online audit noted there were no areas of significant weakness. The introduction of monthly safeguarding case file audits, where learning from this is disseminated to inform practice improvement. The Quality Assurance Frameworks (which has been developed for children's services and is being piloted for adult services) provides a platform to quality assure the actions implemented and establish whether the changes are being effectively embedded and contribute to service improvement. CSE multi agency sexual exploitation meetings continue to be held with children and their families, with agreed care plans put in place, where a risk of exploitation has been identified. In terms of the Council's role in ensuring safeguarding in schools, the appointment of a school's safeguarding officer has been completed and will commence in September 2015. This will provide assurance on compliance with "Keeping Children Safe in Education". In terms of previous concerns in respect of the satisfactory submission of s175 returns, a report to the safeguarding board in September will confirm 100% of returns being submitted.
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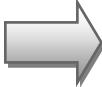
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8 01/14	<p>Business Continuity Management (BCM)</p> <p>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.</p> <p>Risk owner: Linda Sanders (Ros Jervis) Cabinet Member: Cllr Sandra Samuels</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>4</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>3</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red 15</td> </tr> <tr> <td>2</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td>1</td> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5	Yellow	Yellow	Red	Red	Red	4	Yellow	Yellow	Yellow	Red	Red	3	Green	Yellow	Yellow	Yellow	Red 15	2	Green	Green	Yellow	Yellow	Yellow	1	Green	Green	Green	Yellow	Yellow		1	2	3	4	5		Impact					15 Red		10 Amber	8 Amber June 2016	<p>This risk continues to be managed and monitored by the Wolverhampton Resilience Board.</p> <p>The risk has reduced as a result of the actions taken to date which include:</p> <ul style="list-style-type: none"> The approval by SEB of the business continuity policy. The major incident control room has been established which will allow the Council to respond to a no notice disruptive incident. The "priority one" services have been approved by the Strategic Executive Board and are being updated to take account of recent changes to the council's structure. A new draft of the Council Business Continuity Plan is being presented to the Resilience Board at the end of June. A browser based incident management system has been developed and officers are receiving training in its use to develop continuity plans for the priority one services in the first instance. <p>The plans will be developed using an IT based tool which in due course will be linked into the Council's new Agresso system and will allow automatic alerts to be flagged up to service leads to review and update their plans each time there is a relevant change to employee details (for example, leavers, restructures) or to the Council's property portfolio.</p> <p>:</p>
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10 01/14	<p>Economic Inclusion</p> <p>If the Council and its partners do not work effectively together to promote and enable growth then the risk of economic exclusion will materialise and demand for Council services will continue to increase.</p> <p>Risk owner: Tim Johnson (Keren Jones) Cabinet Member: Cllr John Reynolds</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td>12</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3			12			2						1							1	2	3	4	5		Impact					16 Red		12 Amber	8 Amber September 2017	<p>The measures to successfully manage this risk continue to be in place as noted below and have resulted in a reduction in this risk.</p> <ul style="list-style-type: none"> The new City Board partnership structure is now well established, with the Economic Growth Board focused on promoting the city for investment and support to existing business, whilst the Inclusion Board is focusing on tackling unemployment, economic inactivity and the wider barriers for economic inclusion. This also includes working in partnership to reduce any negative impact as Universal Credit is rolled out. The Council's new economic inclusion team has also been established to work intensively with the Department for Work and Pensions and other partners to support the city's most deprived communities. The City Conference programme provides a local platform for showcasing and promoting the City and highlighting its plans and ambitions. This includes the Business Week (in the Autumn), the Working Well week (in the Spring) which draws together all of the support that exists across the City, to assist local people to obtain training and work; and the Cultural Week (which is being held in the Summer). Activity taking place as part of the projects within the Black Country Growth Deal will contribute to the safeguarding and creation of new job opportunities. The strategic development of Wolverhampton City College and specialist training opportunities through the Construction Industry Training Board and the Elite Centre is also contributing to the management of this risk. The continuation of strategies employed by the Council to attract key companies and businesses to the area e.g. Wiggle who is working with the council to fill 140 job vacancies. The partnership with Staffordshire Council also continues to ensure that the City continues to benefit from Jaguar Land Rover and other inward investment into the i54 strategic growth and employment area. The council and its partners are also active in the development and submission of bids for funding under the EU Strategic Investment Fund Programme for 2014 -2020.
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11 01/14	<p>The Care Act</p> <p>If the Council does not have robust plans in place to implement the Care Act including:</p> <ul style="list-style-type: none"> • appropriate governance arrangements, • appropriate project management arrangements • sufficient financial resources • sufficient workforce capability and capacity • effective information systems <p>then it will fail to meet its new responsibilities and discharge its statutory obligations.</p> <p>Risk owner: Linda Sanders (Tony Ivko) Cabinet Member: Cllr Elias Mattu</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td>15</td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td colspan="6">Impact</td> <td></td> </tr> </table>	Likelihood	5						4						3					15	2						1							1	2	3	4	5	Impact							15 Red		15 Red	10 Amber April 2016	<p>Since last reported, the Council has successfully implemented the first phase of the Care Act from 1 April 2015. Prior to implementation the January 2015 update provided by the Council to the Local Government Association (Care Act Stocktake 3) reported that the Council is on track with its plans to deliver the necessary changes arising from the Care Act in both 2015/16 and in 2016/17.</p> <p>Since implementation, a further update (Care Act Stocktake 4) is being collated and is due for submission in June. The focus of this stocktake is primarily to begin to inform a collective understanding about any changes in demand and to consider the high priority issues and specific metrics to inform the Spending Review.</p> <p>The programme issues and risk register which captures the risks associated with the successful implementation of the Act, continues to show key risks in the following areas:</p> <ul style="list-style-type: none"> • Finance - changes imposed by the Care Act in respect of the upper capital threshold limit and the introduction of the care cap - will result in unavoidable additional expenditure to meet care and support needs in the city. This risk will need to be mitigated through the development of a structured, city wide prevention agenda. • Capacity of staffing resources to carry out the required level of assessments may become increasingly significant. • System developments – limited resourcing in the Corporate ICTS social care systems team have impacted on some of the system developments including CareFirst and the funding reform / care account system requirements. <p>As a result of the above, although the Council has managed the risk to implement the Care Act from 1 April 2015, the focus of the risk is now to ensure the estimates that have been made remain valid and that the second phase of implementation from 1 April 2016 is successfully implemented.</p>
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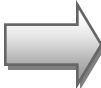


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12 01/14	<p>Better Care Fund (BCF)</p> <p>If the Council and its partners fail to deliver the improved outcomes required by the Better Care Fund, demand on acute services will not be reduced, the reward money will not be received and the Council will not receive the additional resources promised by the Better Care Fund.</p> <p>Risk owner: Linda Sanders Cabinet Member: Cllr Elias Mattu</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td>15</td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td colspan="7">Impact</td> </tr> </table>	Likelihood	5						4						3					15	2						1							1	2	3	4	5	Impact							15 Red		15 Red	10 Amber October 2015	<p>The Better Care Fund is an integrated pooled budget which provides an opportunity to support health and social care to work together in local areas based on a jointly agreed Better Care Plan.</p> <p>The Plan sets out how the fund is to be used to achieve the agreed outcomes and is being managed as a programme with a jointly appointed programme manager, which is overseen by the Health and Well Being Board. It includes four work streams, as follows :</p> <ul style="list-style-type: none"> • Primary and community care • Intermediate care • Mental health • Dementia care <p>Since last reported, actions taken to manage this risk include:</p> <ul style="list-style-type: none"> • The introduction of revised governance arrangements as the programme has moved from planning stage to the delivery phase. The arrangements now include a programme board which meets monthly and reports to the Health and Well Being Board. • Each of the work streams have a designated senior responsible officer (SRO) to ensure effective delivery of milestones and plans. A SRO group meets fortnightly to report any exceptions and escalate matters for decision making to the programme board. • The s75 agreement has been signed by the Council and the CCG for 2015/16. The value of the pooled resources being managed under this agreement for 2015/16 is £66.6 million. <p>The receipt of a proportion of the funding for 2015/16 totalling £1.6 million is dependent on meeting agreed performance targets, specifically the reduction in the number of non-elective emergency admissions by 3.5%. The CCG is required to withhold this money from the pooled resources until such time as delivery has been demonstrated.</p> <p>The risk will continue to be assessed until assurances are received over the achievement of successful outcomes for the residents of Wolverhampton.</p>
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14 01/14	<p>School Improvement</p> <p>If the Council does not provide</p>	15 Red		10 Amber	5 Amber	<p>The risk continues to be managed by the Head of School Standards who was appointed in September 2014.</p>																																												



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	<p>effective support, challenge and appropriate intervention to raise standards in schools and school governance, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.</p> <p>Risk owner: Jim McElligott Cabinet Member: Cllr Claire Darke</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td>10</td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td colspan="7">Impact</td> </tr> </table>	Likelihood	5						4						3						2					10	1							1	2	3	4	5	Impact										July 2016	<p>Since last reported, the following actions have been taken to assist in the reduction of this risk:</p> <ul style="list-style-type: none"> The Wolverhampton 2014 School Improvement Strategy has continued to be implemented and is having an impact on the rapid improvements in school Ofsted outcomes. For 2015/16 the Council's Local Education Partnership Board-Inspire has agreed to fund the development of a new accredited programme of training and support that transforms the leadership of Wolverhampton schools. The programme runs parallel to the Council's School Improvement and Governance Strategy for three years providing positive outcomes can be demonstrated and evidenced after the first year of the programme. <p>In addition to Ofsted reviews, assurance on the effectiveness of the above strategies is provided through audits and reviews carried out by school support advisors, who report their findings to the school's Improvement Board and where appropriate escalate issues to the Director of Education.</p> <p>In terms of the performance of Academies in the City, the Council has continued with its programme of carrying out desk top analysis and where concerns are identified these are escalated to the Regional Schools Commissioner and the Secretary of State.</p> <p>Further measures to mitigate the risk further include:</p> <ul style="list-style-type: none"> Regular review of the Leadership Transformation Programme to ensure it is having the required impact. A review and refresh of the headteachers' briefing. Regular reviews of the governing bodies' performance on a termly basis.
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16 01/14	<p>Equal Pay</p> <p>Significant equal pay liabilities have been dealt with over recent years. However, equal pay will remain a potentially significant risk until:</p>	12 Amber		12 Amber	8 Amber March 2016	<p>This risk continues to be managed by the Equal Pay Project Group, which is chaired by the Director of Finance and has representation from Audit, Legal and HR services.</p> <p>The risk has two strands and relates to:</p> <ul style="list-style-type: none"> Second generation claims which involve additional claims made 																																												

Risk ref	Risk title and description	Previous score (Feb 2015)	Direction of travel	Current score (June 2015)	Target score and date	Comment																																												
	<ul style="list-style-type: none"> the second generation claims, from trade union members, have been dealt with. six years after the implementation of single status, until that time "Abdullah" type claims can still be brought. <p>Risk owner: Mark Taylor Cabinet Member: Cllr Paul Sweet</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td>12</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td colspan="7">Impact</td> </tr> </table>	Likelihood	5						4						3			12			2						1							1	2	3	4	5	Impact											<p>by claimants who had their original equal pay claim settled in 2007/08 on the basis that single status would be implemented by the Council within a year of this time. However delays encountered meant that single status was not implemented until April 2013.</p> <ul style="list-style-type: none"> The Abdullah type claims which have been brought by employees following a Supreme Court ruling which allows claimants to bring equal pay claims for up to six years after the termination of their employment (as opposed to the previous case where the time limit for presenting an equal pay claim to an employment tribunal was, in the majority of cases, six months from the end of employment. In the Council's case therefore, despite the level of risk reducing with time, and there not being any recent activity evidencing additional claims being brought, equal pay claims may continue to be brought until March 2019 when six years will have lapsed from the implementation of single status. <p>In terms of managing the risk, the Council has set aside an equal pay reserve to deal with any such claims, which is audited independently by the Council's external auditors as part of the Statement of Accounts.</p>
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19 02/15	<p>Combined Authority</p> <p>If the Council does not effectively engage with partners in the consideration of the formation of a Combined Authority, ensuring sufficient and appropriate resources are assigned to progress, manage and provide assurances to partners on the</p>	12 Amber		12 Amber	8 Amber April 2016	<p>In November 2014, council leaders from the Black Country and Birmingham agreed to put forward proposals to government to work together through the formation of a Combined Authority (CA). Since this time, both Solihull Council and Coventry City Council have been involved in these discussions and recently both councils have voted to support and join the CA proposal. The main aim of the proposal is to attract additional funding from central government to drive growth, create jobs and improve local skills, thereby bringing prosperity to the</p>																																												

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	<p>programme and any work streams, then the Council's objectives in respect of growth in the regional economy, employment and skills, business investment and regeneration may not be fully realised.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Roger Lawrence</p> <table border="1" data-bbox="219 517 669 866"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>5</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>4</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>3</td> <td style="background-color: lightgreen;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow; text-align: center;">12</td> <td style="background-color: red;"></td> </tr> <tr> <td>2</td> <td style="background-color: lightgreen;"></td> <td style="background-color: lightgreen;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> </tr> <tr> <td>1</td> <td style="background-color: lightgreen;"></td> <td style="background-color: lightgreen;"></td> <td style="background-color: lightgreen;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> <tr> <td></td> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	5						4						3				12		2						1								1	2	3	4	5			Impact									<p>West Midlands region.</p> <p>The Council is playing a pivotal role in shaping the proposed CA. The Leader is chairing regular Leaders' meetings to discuss and agree the vision and purpose of the CA, whilst the Managing Director is the programme director responsible for ensuring the work is delivered effectively, efficiently and to tight timescales. The programme team that's administering, driving forward and co-ordinating activity is also based at the Council. The agreed programme of work includes:</p> <ul style="list-style-type: none"> • Work streams assigned to other councils in respect of communications; economic analysis, voting and balance. • Meetings taking place with other CAs, including Manchester, Sheffield and West Yorkshire to gain a clearer understanding of the work involved and to learn from their experiences. • The commissioning of consultants to provide specialist knowledge. • The development of a draft constitution. • The creation of a prospectus for the region. • The development of a programme risk register <p>The programme recognises the tight timescales being worked to in order to have a draft scheme in place and consultation commencing by September 2015 with a view to obtaining approval for the potential CA in April 2016.</p> <p>The programme also recognises the need to have suitable proposals in place over the coming months for discussion with government, to ensure the 2015 Autumn comprehensive spending review takes account of a potential CA for the West Midlands region.</p> <p>Despite the recent announcements of Solihull and Coventry supporting the formation of a CA, other risks and issues remain including:</p> <ul style="list-style-type: none"> • The geographical coverage of the CA as it will potentially include three Local Enterprise Partnerships (the Black Country LEP, the Greater Birmingham and Solihull LEP and the Coventry and Warwickshire LEP), two of which represent councils (such as Lichfield District Council and Warwickshire County Council) which are currently not signed up to the CA. • Discussions are also taking place over the government's preference for CAs to have an elected mayor. • The name of the CA may also prove a contentious point which could impact the efficient progress of the programme.
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The following are/ were the medium/ low (assessed at less than 10) strategic risks that the Council faces in delivering its corporate priorities.

Risk ref	Risk title and description	Previous score (Feb 2015)	Direction of travel	Current score (June 2015)	Target score and date
6 01/14	<p>Compliance with Public Services Network (PSN)</p> <p>If the Council fails to achieve the required technology controls required for connection to PSN, and other similar information security regimes, then it will experience significant interruption to the delivery of its services.</p> <p>Risk owner: Keith Ireland / Andy Hoare Cabinet Member: Cllr Andrew Johnson</p>	5 Amber		5 Amber	Transferred to the corporate directorate risk register
9 01/14	<p>City Centre Regeneration</p> <p>If the city centre regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including:</p> <ul style="list-style-type: none"> • the attraction of private sector investment • the creation of space to accommodate new businesses and economic growth • the enhancement and creation of visitor attractions • the creation of well paid employment • retention of skilled workers • the creation of residential opportunities • a functioning city centre offer that serves the residents of the City • increased prosperity and • a reduced demand on Council services <p>Risk owner: Tim Johnson Cabinet Member: Cllr Peter Bilson</p>	8 Amber		8 Amber	8 Amber
15 01/14	<p>Emergency Planning</p> <p>Failure to develop, exercise and review plans and capabilities for preventing, reducing, controlling or mitigating the effects of emergencies in both the response and recovery phases of major a incident.</p> <p>Risk owner: Linda Sanders (Ros Jervis) Cabinet Member: Cllr Roger Lawrence and Cllr Sandra Samuels</p>	9 Amber		6 Amber	4 Amber June 2016

Risk ref	Risk title and description	Previous score (Feb 2015)	Direction of travel	Current score (June 2015)	Target score and date
17 10/14	<p>Employee Management</p> <p>If policies dealing with employee management and in particular appraisals are not effectively implemented and complied with then:</p> <ul style="list-style-type: none"> employees may not be fully aware of the Council's objectives and their contribution to the achievement of them, and employees may not have the appropriate training and support to achieve high standards of performance the Council may not have the required capability to deliver its objectives. <p>Risk owner: Kevin O' Keefe Cabinet Member: Cllr Paul Sweet</p>	8 Amber		8 Amber	4 Amber From May to August 2015
18 02/15	<p>Elections</p> <p>The Council is required to provide the Returning Officer with the resources to run elections, as a result of which the Council needs to plan and prepare for the elections, putting in place the appropriate policies, protocols and procedures. Failure to comply with these policies, protocols and procedures may result in the Council not being able to maintain the integrity of the election and the Returning Officer not being able to effectively discharge his statutory responsibilities.</p> <p>Risk owner: Kevin O' Keefe Cabinet Member: Cllr Paul Sweet</p>	8 Amber		Ended	Achieved